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24 April 1952

SUMMARY OF THE ORGANIZATION AND OPERATION OF THE CIA CAREER SERVICE PROGRAM

1. The CIA Career Service Program will be controlled by a CIA Career Service Board, consisting of the four Deputy Directors, with the DDCI acting as Chairman. The Assistant Director (Personnel) and the Director of Training sit with the Board in an advisory capacity. The Career Development Staff of the Office of Personnel serves as the Secretariat of the Board and the Chief of the Career Development Staff acts as the Board's Executive Secretary.

2. The CIA Career Service Board is responsible to the DCI for developing policy governing the Career Service Program and for reviewing the operation of the Program. This Board approves selection standards for training and rotation, allocates Rotation Loan slots when necessary, approves inter-Office rotation appointments and acts as final board of appeal in all Career Service matters involving Office Career Service Boards, Offices and individuals. In a manner of speaking, this Board will take the place of the present CIA Career Service Committee. The Committee's present planning responsibilities will become less and less as the Program becomes operative and their place will be taken by responsibilities for review and approval of specific proposals of the Office Career Service Boards.

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3. The Office Career Service Boards are located in each of the major Offices and units of CIA and are responsible to their respective Assistant Directors or Office Heads for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. They are also responsible for collaboration with other Office Boards on inter-Office Career Service problems. It is at this level and through the functioning of these Office Boards that the rotation, training, advancement and assignment plan for the individual is prepared.

4. The following Office Career Service Boards will be established:

Approximate Number of
Persons Served
(As of 7 March 1952)

OSO	Career Service Board		
OPC	"	"	"
COMMO	"	"	"
OO	"	"	"
ORR	"	"	"
OGD	"	"	"
I&S	"	"	"
General Services	"	"	"
Administration	"	"	"
Training	"	"	"
Procurement	"	"	"
OCI	"	"	"
Personnel	"	"	"
OSI	"	"	"
Finance	"	"	"
TSS	"	"	"
ONE	"	"	"


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Since several units of CIA are small (i. e., under 100), the CIA Career Service Board will be concerned, in addition to its policy function, with personnel (numbering about 74) in the following Offices: DCI, DDCI, DD/I, DD/P, OIC. The Administration Career Service Board will be concerned with personnel in the following units:

DD/A
Medical
Audit
General Counsel
Personnel Pool

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5. Responsible to the CIA Career Service Board are subordinate functional Boards which include, but are not limited to, the following:

Honor Awards Board
Service School Selection Boards
Professional Selection Panel
etc.

These Boards will support the CIA Career Service Board and will act, with respect to the functions for which they are responsible, for the Agency as a whole.

6. All new junior personnel recruited and selected to fill "professional" positions (e. g., all new personnel up to and including GS-11 to fill slots designated as Professional positions) will be screened by the Professional Selection Panel with respect to over-all suitability to work in CIA on a

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career basis. If their selection is confirmed by the Panel (which will operate on the basis of personal interview in a manner similar to that employed by the Board of Examiners of the Foreign Service or the Rhodes Scholarship Committee) they will all enter the CIA Intelligence School prior to assignment to duty status in their respective Offices. Exception to this procedure may be made on written certification of exception by the appropriate Deputy Director.

7. All new senior personnel recruited and selected to fill "professional" positions (e. g., all new lateral-entry personnel, GS-12 and above to fill slots designated as Professional positions) will not be screened or interviewed by the Professional Selection Panel, unless at the request of their respective Assistant Directors. However, all new senior professional personnel will enter the CIA Intelligence School at the first session commencing after their EOD. Exception to this procedure may be made on written certification of exception by the appropriate Deputy Director.

8. Annually, or more often as required, each employee is evaluated by his supervisor. The Personnel Evaluation Report deals with:

- a. The job being done
- b. The performance on the job
- c. The potential for assuming greater responsibilities

The report is reviewed by a senior reviewing official and ordinarily is the subject of discussion between the reviewing official and the supervisor. It also forms the basis for a frank and detailed discussion between the

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employee and the supervisor. The Offices of Training and of Personnel jointly conduct training seminars in supervisor-employee relationships in order to make this discussion more effective and to improve supervisory techniques. The supervisor states on the Personnel Evaluation Report that he has discussed the evaluation with the employee and the report becomes a matter of permanent record in the employee's Official Personnel Folder. The report is used by the Office Career Service Boards in preparing the Development Plan for each individual.

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